Commonwealth of Massachusetts

Human Resources Division

MassPerform New Hire Summary
Expectations. Feedback. Development.

Rev. 7/17/18

Performance Evaluation Pilot for Managers

The Human Resources Division (HRD) is moving the management evaluation process from an annual event driven system (currently ACES) to a more impactful coaching/check-in model, allowing managers to be increasingly confident when providing feedback while creating a more simple and agile framework for goal setting. This is the basis for the Mass*Perform* pilot!

The Mass*Perform* Pilot includes all managers from:
- *Executive Office of Technology Services and Security (EOTSS)*
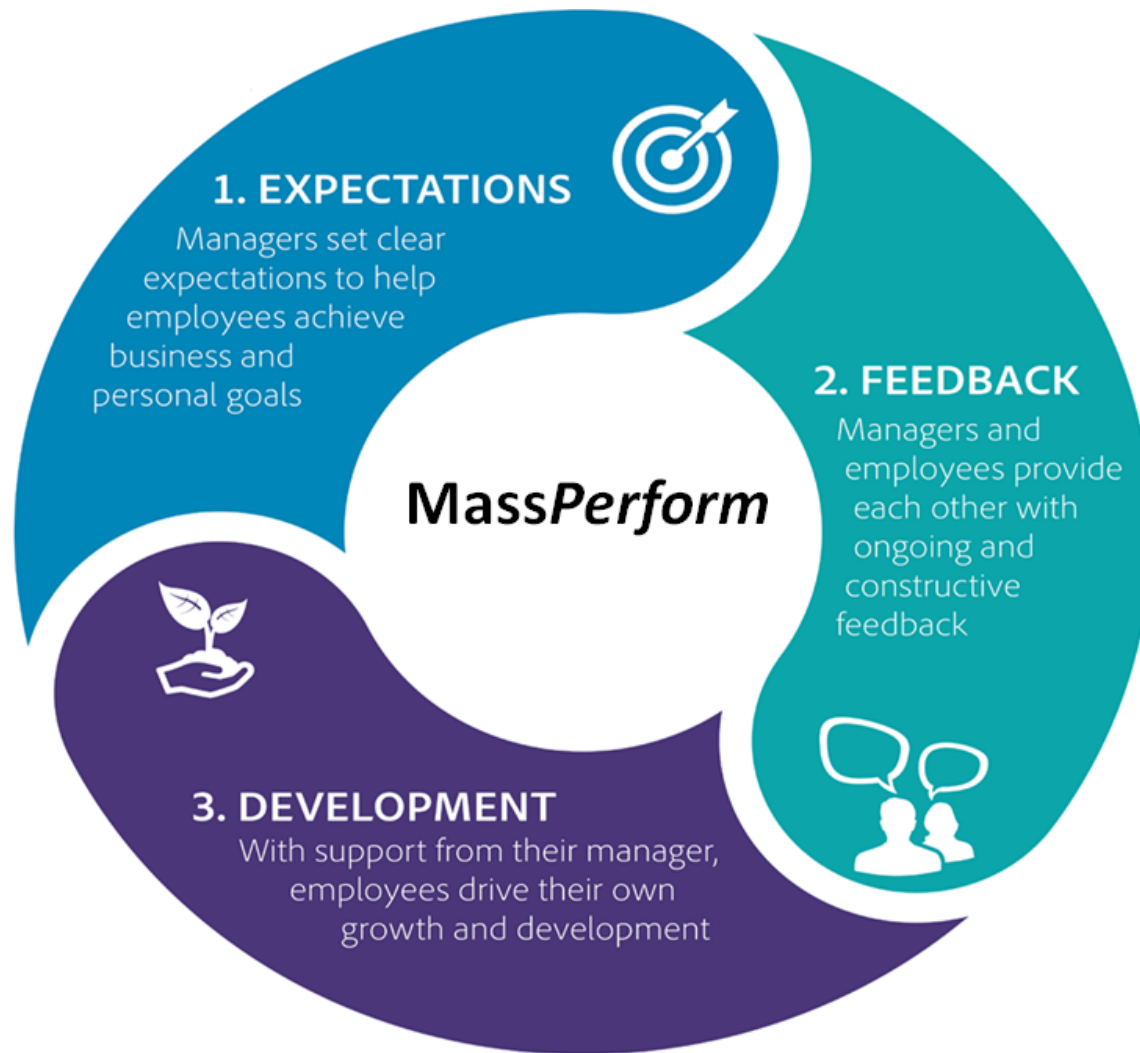- *Department of Revenue (DOR)*
- *Human Resources Division (HRD)*

Managers in the Mass*Perform* pilot are **not** participating in the FY19 ACES cycle. MassPerform, like ACES though, will include a final review rating.

As Mass*Perform* pilot participants we will:
- Ask for and provide continuous and regular feedback tied to performance and achievement of goals
- Revisit and revise expectations in check-ins throughout the year to ensure they remain relevant as business priorities change
- Provide candid feedback regarding the effectiveness of the program and material resources

Mass*Perform* Conversation Model

Mass*Perform*

1. EXPECTATIONS
Managers set clear expectations to help employees achieve business and personal goals

2. FEEDBACK
Managers and employees provide each other with ongoing and constructive feedback

3. DEVELOPMENT
With support from their manager, employees drive their own growth and development

- **Mass*Perform*:** A collaborative approach between managers and employees to engage in candid conversations about performance.

- **Manager**: The person doing the evaluation.

- **Employee**: The person being evaluated.

- **Expectations**: Key deliverables, behaviors and results clearly defined by the manager.

  - *Goals: The specific steps employees will take to meet the expectations.*

  - *SMART Goals: Acronym (SPECIFIC, MEASURABLE, ATTAINABLE, RELEVANT and TIME-BOUND) that can help you and your manager identify the associated goals and success criteria for each of your manager's expectation.*

- **Feedback:** Information about a person's performance of a task, etc., used as a basis for improvement.

- **Development**: Collaborative plan that aligns your strengths, career aspirations and business needs.

- **Coaching:** Coaching requires managers to transition from the traditional role of controlling and monitoring employee performance to a more consultative role. Coaching is a means for developing a partnership between the manager and employee that creates a shared understanding about what needs to be achieved and how it is to be achieved.

- **Check-in**: Simple, agile framework for expectation, goal setting, development and a place for candid conversations about performance between a manager and employee. These conversations happen a minimum of 4 times a year.

- **Wrap-up:** Your opportunity to memorialize significant accomplishments, the impact of those accomplishments and other pertinent information from your 4 plus check-ins. During wrap-up, you manager will provides the final rating to the employee.

- **SuccessFactors**: Electronic System to kickoff 1st Check-in and complete Wrap-up. Same system as ACES. The username and password are also the same.

What are expectations?

1. EXPECTATIONS

Managers set clear expectations to help employees achieve business and personal goals

Responsibilities
- The manager is responsible for ensuring that employees receive clear expectations that are aligned with key business needs and priorities.

- The employee is responsible for drafting appropriate goals that align to each expectation and to review these regularly with his/her manager

- Setting expectations is the first of three components in the Mass*Perform* Check-in process: You and your manager agree upon key deliverables, behaviors and results for the fiscal year.

- Employees are required to set goals based on these expectations. Goals define the specific steps employees will take to meet the expectations.

- Employees and managers should review expectations regularly to ensure they remain relevant as business priorities and circumstances change.

- Expectations should be set in at the beginning of Q1 to clarify goals for the year ahead.

What is feedback?

- Feedback is information about a person's performance of a task, etc., used as a basis for improvement.

- Feedback is a two way conversation. Constructive, critical feedback is often the most helpful to people. Don't avoid the tough conversations and be open to hearing difficult feedback.

- Feedback should be provided throughout the year, not just during the Check-in's.

Responsibilities

- The manager is responsible to provide feedback that is timely, specific and balanced.

- The employee is responsible to ask lots of questions to ensure they are clear about the feedback they are receiving.

- Both the employee and manager provide constructive feedback on what's working and what could improve.

2. FEEDBACK

Managers and employees provide each other with ongoing and constructive feedback

What is development?

- Development is a collaborative plan between managers and employees that aligns employees' strengths, career aspirations and business needs.

- Development focused Check-ins are driven by the employee and should be scheduled when they feel appropriate. Typically, development conversations may happen once or twice per year.

- Expectations and feedback check-ins must happen before a development conversation.

3. DEVELOPMENT
With support from their manager, employees drive their own growth and development

Responsibilities
- The employee is responsible to create an Individual Success Plan (ISP). The ISP should include long and short term career goals and what types of assignments, experience, coaching and/or learning necessary to meet these goals.

- The manager is responsible to support employees on their development journey.

Where do I start?

- Managers should set schedule the 1st Check-in with their employees.

- During the 1st Check-in:
  - Manager should set expectations of employee
  - Employee should develop SMART goals based on those expectations
  - Set the cadence of future Check-ins (once per quarter)

Mass*Perform* Dates

Event	Date
Kickoff 1st Check-In	July 2018 (Q1)
2nd Check-in	October 2018 (Q2)*
3rd Check-in	January 2019 (Q3)*
4th Check-in	April 2019 (Q4)*
Wrap Up	June 2019

*2nd, 3rd, and 4th Check-in dates are suggested and should always be scheduled based on business need.

More information about the Mass*Perform* program can be found online - https://www.mass.gov/service-details/massperform

What about the electronic system?

After the 1st Check-in, the Employee is responsible to log into the *MassPerform* system and answer three questions to ensure compliance.

1st Check-in

Please confirm in this section that you met with your manager.

Did you meet with your manager to begin the MassPerform program? **Yes**

Did you and your manager set up a regular cadence of Check-ins (at least one per quarter) that fits the needs of the business? **Yes**

Did your manager set expectations during the first Check-in? **Yes**

At Wrap Up, the Employee has the opportunity to highlight significant accomplishments, the impact of those accomplishments and any other relevant information from the 4 plus Check-ins.

Employee Wrap Up

This section gives you the opportunity to memorialize significant accomplishments; the impact of those accomplishments and other pertinent information from your 4 plus check-ins.

Employee Wrap Up Section Overall Comment

Jared's Comment

This year, I developed and delivered training and created a resource guide to support XYZ policy which increased compliance by 98%.

I also created a new workflow for ABC procedure which reduced processing time by 35%. This allowed my team to focus on other strategic priorities.

At Wrap Up the Manager:
- Has the option to build on or highlight significant accomplishments completed by the Employee and the opportunity to justify evaluation decisions;
- Must respond to three questions to ensure compliance, and
- Enters an overall rating (Exceptional, Highly Effective, Successful Performer, Below Expectations)

Employee Wrap Up Section Overall Comment

Sarah's Comment

Jared completed a new dashboard for evaluating project success against historical benchmarks. This allowed us to measure program effectiveness against past performance.

Jared's Comment

This year, I developed and delivered training and created a resource guide to support XYZ policy which increased compliance by 98%.

I also created a new workflow for ABC procedure which reduced processing time by 35%. This allowed my team to focus on other strategic priorities.

Manager Wrap Up

This section gives you the opportunity to provide feedback on the impact of the employee's accomplishments and other pertinent information from your 4 plus check-ins.

Did you meet with your employee for a minimum of four Check-ins?	Yes
Did you set expectations with your employee during Check-ins?	Yes
Did you provide feedback to your employee during the Check-ins?	Yes
Overall Rating	Highly Effective